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ABSTRACT

In 1992, a survey was conducted of Arkansas Community and Technical Colleges to examine issues related to full-time equivalent (FTE) student enrollment during academic years 1989-90, 1990-91, and 1991-92; budget and tuition trends for the same period; faculty status and teaching conditions; expenditure controls; institutional advancement activities; future financial directions; and staff development activities. Study findings, based on a 100% response rate for the technical colleges (n=10), and a 56% response rate from the community colleges (n=5), included the following: (1) in 1991-92, the average institutional FTE enrollment was 2,149 for the community colleges and 364 for the technical colleges; (2) average total operating budgets for 1991-92 were $5,189,114 for community colleges and $1,992,796 for technical colleges; (3) during the previous 3 years, 4 of the 5 community colleges and 9 of 10 technical colleges had increased tuition to compensate for declines in other revenue sources; (4) in 1991-92, community colleges employed an average of 38 full-time and 63 part-time faculty, while the technical colleges employed an average of 25 full-time and 15 part-time faculty; (5) in 1991-92, the typical full-time faculty member taught an average of 5 classes comprised of 21 students at the community colleges, and 6 classes comprised of 18 students at the technical colleges; (6) 4 of the 5 community colleges and 1 of the 10 technical colleges were actively soliciting outside grants; and (7) 4 of 5 community colleges and 1 of 10 technical colleges felt that Arkansas' method for funding institutions was unreasonable and/or unfair. The survey instrument and detailed data tables are included. (PAA)

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# Arkansas Community and Technical College Survey
## Fall 1992

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# Arkansas Community and Technical College Survey

## Fall 1992

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This report represents a compilation of the Arkansas Community and Technical College survey conducted in August, September, and October, 1992.

The report includes responses from 100 percent of the ten technical colleges (technical) and from 56 percent (or five) of the nine community colleges (community).

Community colleges **not** responding to the survey included:

| College | Reason for not responding |
|---|---|
| Mississippi County Community College | Concerns over possible political consequences of sharing information requested in the questionnaire. |
| Phillips County Community College | Concerns over political consequences plus a belief that the questionnaire was too involved. |
| Rich Mountain Community College | Inadequate staff. |
| Westark Community College | Inadequate and/or new staff. |

*Specific responses as they relate to the survey questions are summarized on the following pages.*

## DEMOGRAPHICS

1. **Full time equivalent (FTE) enrollment (average).**

| | Community | Technical |
|---|---|---|
| 1989-90 | 2148 | 226 |
| 1990-91 | 1838 | 295 |
| 1991-92 | 2149 | 364 |

notes:(1) Averages are based upon institutions responding with FTE information. Some technical colleges maintained records in previous years on a clock hour system.

(2) See appendices 1, 1A, and 1B for an analysis of enrollment patterns by institution.

2. **Location of institution.**

| | Community | Technical |
|---|---|---|
| urban | 1 | 3 |
| suburban | 1 | 0 |
| rural | 3 | 7 |

3. **Age of institution (average in years).**

Community 15 Technical 20

## BUDGET INFORMATION/TRENDS

4. **Total operating budget.**

| | Community Average Budget | Technical Average Budget |
|---|---|---|
| 1989-90 | $ 3,882,511 * | $ 1,534,248 |
| 1990-91 | $ 4,284,900 * | $ 1,701,539 |
| 1991-92 | $ 5,189,114 * | $ 1,992,796 |

See appendices 2A, 2B, and 2C for individual institutional data.

* Average of four community colleges; South Arkansas Community College was part of Southern AR University until 7-1-92. Prior to that date, no separate data was available for this institution.

5. **Sources of revenue.**

See appendices 3A, 3B, & 3C.

6. **Rank order of curricular functions.**

See appendix 4.

7. **Institutions forced to reduce or eliminate curricular functions or reallocate resources among curricular functions due to budgetary constraints.**

Community 3 of 5 Technical 2 of 10

8. **Institutions experiencing declines in local, state, or federal allocations during the past three years.**

Community 3 of 5 Technical 3 of 10

9. **Institutions experiencing growth in local, state, or federal allocations during the past three years, but in amounts inadequate to compensate for rising costs.**

Community 5 of 5 Technical 4 of 10

10. **Institutions developing new revenue sources to compensate for these deficits.**

Community 4 of 5 Technical 0 of 10

Examples of the types of activities used to generate new revenue:

| Type of activity: | Community | Technical |
|---|---|---|
| 1. raised fees/tuition | X | n/a |
| 2. private giving | X | n/a |
| 3. grants | X | n/a |
| 4. local bonds | X | n/a |
| 5. local aid | X | n/a |

## TUITION TRENDS

11. **Institutions increasing tuition during the past three years to compensate for declines in other revenue sources.**

Community 4 of 5 Technical 9 of 10

12. **Institutions offering a prepaid tuition plan.**

Community none Technical none

# FACULTY TRENDS

13. **Faculty Status** (averages).

| | Community | | Technical | |
|---|---|---|---|---|
| | Full time | Part time | Full time | Part time |
| 89-90 | 37 | 57 | 21 | 7 |
| 90-91 | 34 | 57 | 24 | 11 |
| 91-92 | 38 | 63 | 25 | 15 |

14. **Use of part-time faculty.**

Advantages identified:

1. cost savings in both salaries and benefits
2. availability of special skills or knowledge
3. flexibility in staffing to meet enrollment demands or class scheduling
4. greater variety of faculty expertise
5. teaching of short courses and night courses

Disadvantages identified:

1. difficulty of supervision and communication
2. lack of commitment to institution
3. lack of access to information about college programs/policies
4. lack of teaching continuity
5. unavailability to students
6. state funding formulas penalize use of part-time faculty

15. **Average number of classes, class hours taught, and number of students per class for *a typical* full-time faculty member.**

| | Number of classes | Number of class hours | Number of students per class |
|---|---|---|---|
| 1991-92 academic year | | | |
| Community (avg.) | 5 | 15 | 21 |
| Technical (avg.) | 6 | 19 | 18 |

## EXPENDITURE CONTROLS

16. **Institutions finding it necessary to implement the following expenditure control practices during the past three years.**

| | Community | Technical |
|---|---|---|
| Restrict faculty travel | 5 of 5 | 9 of 10 |
| Restrict staff travel | 5 of 5 | 9 of 10 |
| Reduce faculty development | 2 of 5 | 2 of 10 |
| Reduce staff development | 2 of 5 | 2 of 10 |
| Defer maintenance | 4 of 5 | 8 of 10 |
| Reduce non-profitable programs | 3 of 5 | 7 of 10 |
| Eliminate non-profitable programs | 2 of 5 | 6 of 10 |
| Reduce the number of course sections | 1 of 5 | 2 of 10 |
| Place a limitation on enrollment | 2 of 5 | 1 of 10 |
| Defer purchases of equipment | 5 of 5 | 10 of 10 |
| Defer new construction | 4 of 5 | 10 of 10 |
| Implement hiring freezes | 5 of 5 | 9 of 10 |
| Initiate across-the-board budget cuts | 0 of 5 | 6 of 10 |
| Reduce selected department budgets | 5 of 5 | 8 of 10 |
| Lay-off faculty | 0 of 5 | 0 of 10 |
| Lay-off staff | 0 of 5 | 0 of 10 |

| | Community | Technical |
|---|---|---|
| Increase teaching loads | 2 of 5 | 3 of 10 |
| Increase class size | 4 of 5 | 3 of 10 |
| Implement salary freezes | 0 of 5 | 4 of 10 |
| Reduce fringe benefits | 0 of 5 | 0 of 10 |
| Obtain temporary operating loans | 0 of 5 | 0 of 10 |

Other cost saving measures identified:

1. use more part-time faculty
2. hold down support staff

## INSTITUTIONAL ADVANCEMENT ACTIVITIES

**FUND RAISING**

**17. Institutions actively soliciting funds via:**

| | Community | Technical |
|---|---|---|
| A. Planned giving programs | 1 of 5 | 1 of 10 |
| B. Life insurance bequests or wills | 0 of 5 | 0 of 10 |
| C. Capital campaigns | 2 of 5 | 0 of 10 |
| D. General donations to a foundation | 2 of 5 | 2 of 10 |
| E. Other institutional adv. activities (Title III Grants, scholarship monies and local support for millage) | 1 of 5 | 1 of 10 |

**18. Institutions actively soliciting donations from alumni.**

Community 0 of 5 Technical 0 of 10

**19. Institutions actively soliciting equipment donations from local corporations.**

Community 2 of 5 Technical 7 of 10

GRANTS

20. Institutions actively soliciting grants from governmental agencies, private foundations, etc.

Community 4 of 5 Technical 1 of 10

COMMUNITY RELATIONS AND GOVERNMENTAL AFFAIRS

21. Institutions having a community relations or governmental affairs department.

Community 3 of 5 Technical 1 of 10

22. Institutions utilizing an outside agency for community relations and/or governmental affairs work.

Community 0 of 5 Technical 0 of 10

23. Institution engaged in efforts to garner public and/or government support.

Community 5 of 5 Technical 8 of 10

Such efforts are conducted by:

| | Community | Technical |
|---|---|---|
| the college president | 5 of 5 | 6 of 10 |
| board of trustee members | 4 of 5 | 8 of 10 |
| a college faculty or staff member | 3 of 5 | 3 of 10 |
| a full-time professional lobbyist | 0 of 5 | 0 of 10 |
| a part-time professional lobbyist | 0 of 5 | 0 of 10 |
| foundation members | 0 of 5 | 1 of 10 |
| publicity coordinator | 1 of 5 | 0 of 10 |

Common areas in which above efforts are focused:

| | Community | Technical |
|---|---|---|
| A. Governor's office | 5 of 5 | 8 of 10 |
| B. State legislature | 5 of 5 | 8 of 10 |
| C. Local community | 5 of 5 | 7 of 10 |
| D. Other | 1 of 5 | 2 of 10 |

**CONTRACT TRAINING**

**24. Institutions providing contract training for local corporations and/or other organizations.**

Community 5 of 5 Technical 10 of 10

Financial impact of contract training programs:

| | Community | Technical |
|---|---|---|
| return a profit | 1 of 5 | 1 of 10 |
| cover expenses | 3 of 5 | 9 of 10 |
| lose money | 1 of 5 | 0 of 10 |

**COOPERATIVE ARRANGEMENTS WITH OTHER INSTITUTIONS (PARTNERSHIPS)**

**25. Institutions engaged in cooperative arrangements with other colleges or universities to share facilities, equipment, etc.**

Community 3 of 5 Technical 8 of 10

## FUTURE FINANCIAL DIRECTIONS

**26. Institutions indicating that certain Arkansas methods (formulas, etc.) for allocating funds to community colleges are unreasonable and/or unfair.**

Community 4 of 5 Technical 1 of 10

recommended changes and/or comments

1. funding formulas are fair but funding does not follow formulas
2. formulas should have closer ties to enrollment
3. formulas are fair but legislative distributions are not always fair
4. past formulas favored 4-year institutions
5. public service and off-campus courses should have same weight as transfer courses

**27. Institutions whose district approved a tax increase during the past three years.**

Community 1 of 5 Technical 2 of 10

**28. Institutions believing that taxpayers in their district would support a tax increase to provide additional funding for the construction of new facilities or the purchase of new equipment at your college.**

Community 1 of 5 Technical 4 of 10

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29. **Institutions believing that taxpayers of their district would support a tax increase to provide additional funding to <u>compensate for revenue shortfalls resulting from state or federal reductions in allocations</u>.**

Community 0 of 5 Technical 0 of 10

## SURVEY IMPROVEMENT QUESTIONS

30. **Institutions suggesting that certain questions be added to this survey.**

Community 0 of 5 Technical 0 of 10

31. **Institutions suggesting that certain questions be eliminated from this survey.**

Community 1 of 5 Technical 1 of 10

One community college respondent indicated that the survey in general was too long; however, no specific questions were suggested for elimination. One technical college respondent indicated that question number 14 should be eliminated. Also one technical college respondent indicated that some questions were not applicable to technical colleges.

32. **Questions that may require clarification.**

Community 1 Technical none

One community college respondent indicated that questions 6 and 23 were difficult to rank order.

## STAFF DEVELOPMENT NEEDS

33. and 34. **Surveyed institutions expressed an interest in the following staff development areas.**

| | Community | Technical |
|---|---|---|
| <u>Institutional advancement</u> | | |
| A. Fund raising | 3 of 5 | 10 of 10 |
| B. Grantsmanship | 2 of 5 | 10 of 10 |
| C. Contract training | 1 of 5 | 8 of 10 |
| D. Community relations/ governmental affairs | 0 of 5 | 10 of 10 |

| Management | Community | Technical |
|---|---|---|
| A. Budgeting | 0 of 5 | 7 of 10 |
| B. Cost accounting | 0 of 5 | 7 of 10 |
| C. Controlling expenditures | 1 of 5 | 7 of 10 |
| D. Time management | 2 of 5 | 10 of 10 |
| E. Total quality management | 2 of 5 | 9 of 10 |

See appendix 5.

**35. Types of delivery systems suggested for staff development.**

no consensus of opinion from respondents

suggestions for type of program included:

1. workshops 2. seminars

suggestions for program delivery times included:

1. weekdays during academic year
2. weekdays during summer
3. weekends during summer

**36. Other areas in which in-service training programs for staff of Arkansas two-year institutions are desired.**

Community colleges

1. utilization of computers
2. leadership
3. classroom research
4. instructional strategies

Technical colleges

1. student services
2. community services
3. continuing education
4. recruitment and retention
5. programming

**37. Institutions acknowledging staff expertise in any of the above mentioned institutional advancement or managerial areas.**

Community 1 of 5 Technical 1 of 10

area(s) of expertise identified:

Community colleges - no specific areas identified
Technical colleges - cost accounting and budgeting

38. **Institutions offering the services of their staff as speakers in an in-service training program.**

Community 2 of 5 Technical 1 of 10

Arkansas Community and Technical College Survey

APPENDIX 1

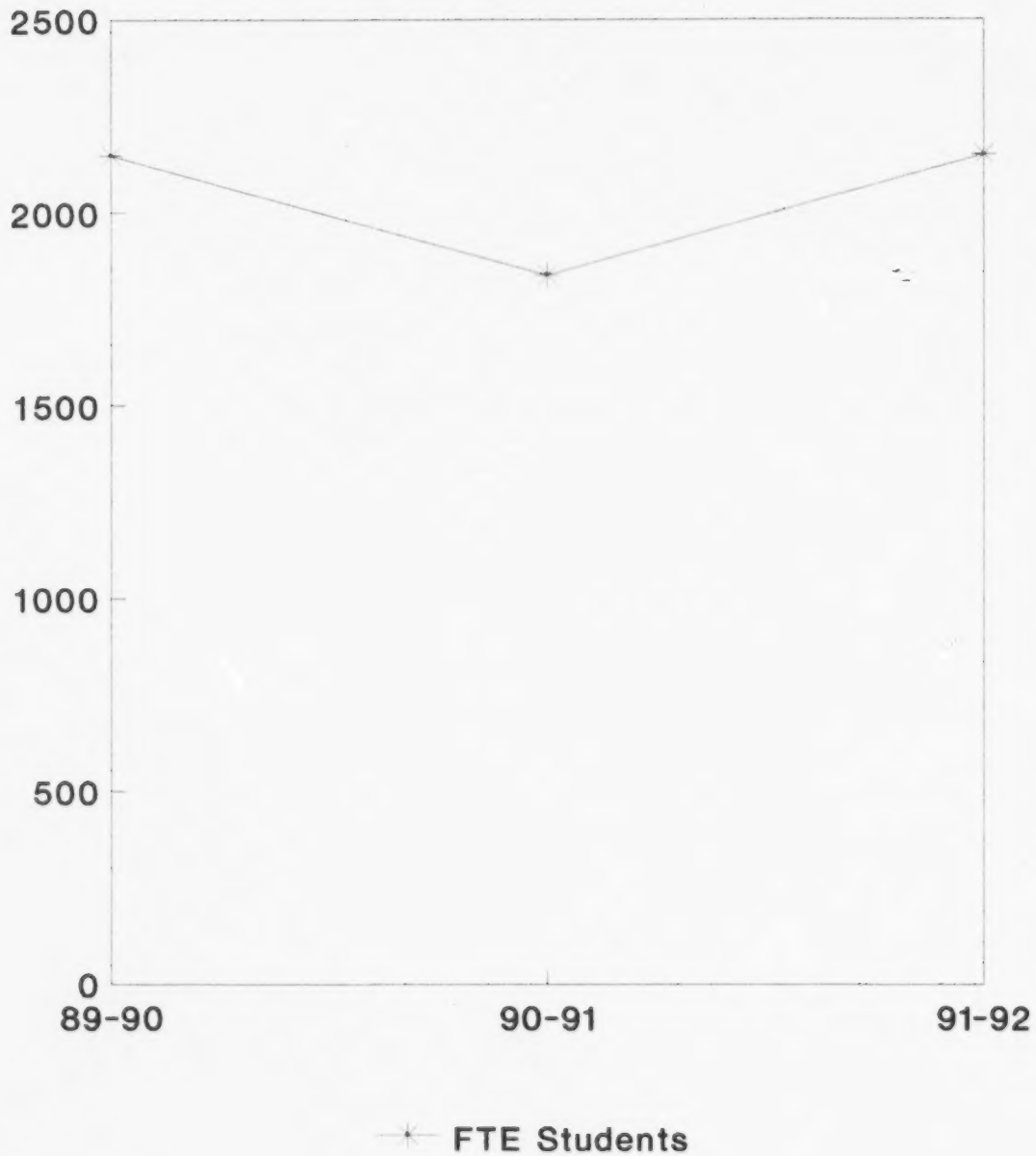
FTE ENROLLMENTS Fall, 1992

| COLLEGE | 89-90 | 90-91 | 91-92 | PERCENT INCRESASE 89-90 TO 91-92 |
|---|---|---|---|---|
| East Ar Community College | 948 | 1187 | 1341 | 41.46% |
| Garland County Community Coll | 2308 | 2631 | 2924 | 26.69% |
| Mississippi County Community Coll | no response | | | |
| North Ar Community College | 3187 | 2250 | 2536 | -20.43% |
| Northwest Ar Community College | - | 1284 | 1793 | |
| Phillips County Community College | no response | | | |
| Rich Mountain Community College | no response | | | |
| South Ar Community College | SEE NOTE BELOW | | | |
| Westark Community College | no response | | | |
| Black River Tech College | 214 | 334 | 381 | 78.04% |
| Cossatot Tech College | 90 | 109 | 111 | 23.33% |
| Gateway Tech College | - | - | 339 | |
| Midsouth Tech College | 128 | 205 | 252 | 96.88% |
| Ouachita Tech College | 110 | 135 | 175 | 59.09% |
| Ozarka Tech College | 141 | 137 | 110 | -21.99% |
| Petit Jean Tech College | 564 | 558 | 613 | 8.69% |
| Pines Tech College | CLOCK HR | CLOCK HR | 405 | |
| Pulaski Tech College | CLOCK HR | 575 | 625 | |
| Red River Tech College | 335 | 305 | 628 | 87.46% |

NOTE: SOUTH AR COMM COLLEGE WAS PART OF SOUTHERN AR UNIV UNTIL 7-1-92. NO SEPARATE INFO AVAILABLE PRIOR TO THAT DATE

## Arkansas Community College Survey
### Enrollment Patterns (averages)

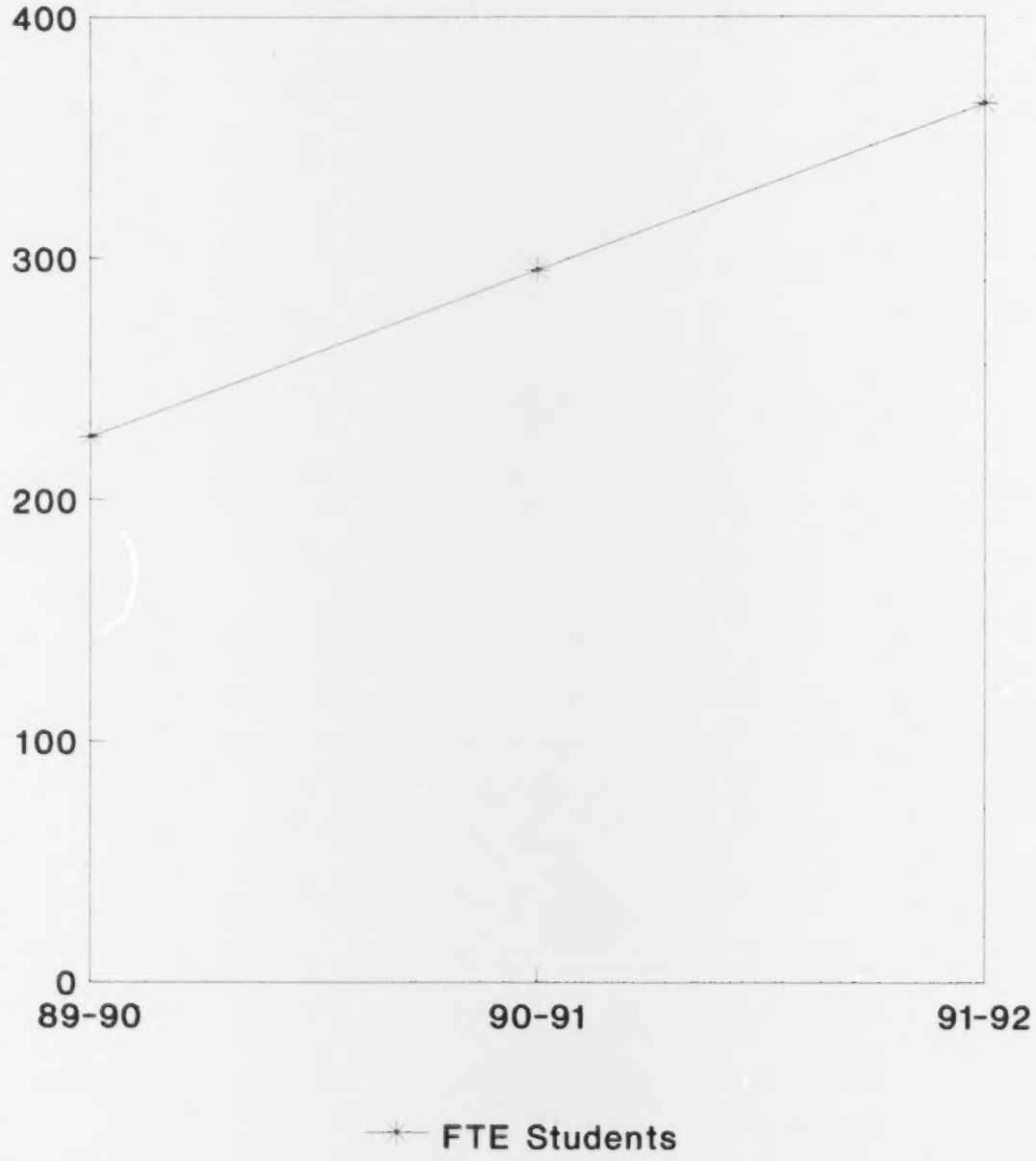
APPENDIX 1A




Summary data of responding colleges

## Arkansas Technical College Survey
### Enrollment Patterns (averages)

APPENDIX 1B




Summary data of responding colleges

Arkansas Community and Technical College Survey — APPENDIX 2A

Fall, 1992

TOTAL OPERATING BUDGET

| COLLEGE | 89-90 | 90-91 | 91-92 | % INCREASE 89-90 TO 90-91 | % INCREASE 90-91 TO 91-92 | % INCREASE 89-90 TO 91-92 |
|---|---|---|---|---|---|---|
| East Ar Community College | $3,727,565 | $3,571,972 | $4,346,472 | -4.17% | 21.68% | 16.60% |
| Garland County Community College | $3,842,966 | $4,100,277 | $4,694,301 | 6.70% | 14.49% | 22.15% |
| Mississippi County Community Coll | no response | | | | | |
| North Ar Community College | $7,775,000 | $7,088,000 | $8,197,000 | -8.84% | 15.65% | 5.43% |
| Northwest Ar Community College | $184,515 | $2,379,349 | $3,518,683 | 1189.52% | 47.88% | 1806.99% |
| Phillips County Community College | no response | | | | | |
| Rich Mountain Community College | no response | | | | | |
| South Ar Community College | N/A; see note below | | | | | |
| Westark Community College | no response | | | | | |
| Black River Tech College | $1,200,000 | $1,300,000 | $1,450,000 | 8.33% | 11.54% | 20.83% |
| Cossatot Tech College | $1,158,392 | $1,539,585 | $1,845,111 | 32.91% | 19.84% | 59.28% |
| Gateway Tech College | - | - | $1,337,275 | | | |
| Midsouth Tech College | $970,177 | $1,040,250 | $1,259,440 | 7.22% | 21.07% | 29.82% |
| Ouachita Tech College | $875,960 | $985,650 | $1,022,000 | 12.52% | 3.69% | 16.67% |
| Ozarka Tech College | $1,320,731 | $1,364,795 | $1,321,277 | 3.34% | -3.19% | 0.04% |
| Petit Jean Tech College | $1,969,140 | $2,161,299 | $2,801,787 | 9.76% | 29.63% | 42.28% |
| Pines Tech College | $1,830,137 | $2,120,654 | $3,834,520 | 15.87% | 80.82% | 109.52% |
| Pluaski Tech College | $3,150,653 | $3,241,351 | $3,416,593 | 2.88% | 5.41% | 8.44% |
| Red River Tech College | $1,333,039 | $1,560,268 | $1,639,955 | 17.05% | 5.11% | 23.02% |

NOTE: SOUTH AR COMM COLLEGE WAS PART OF SOUTHERN AR UNIV UNTIL 7-1-92. NO SEPARATE INFO AVAILABLE PRIOR TO THAT DATE



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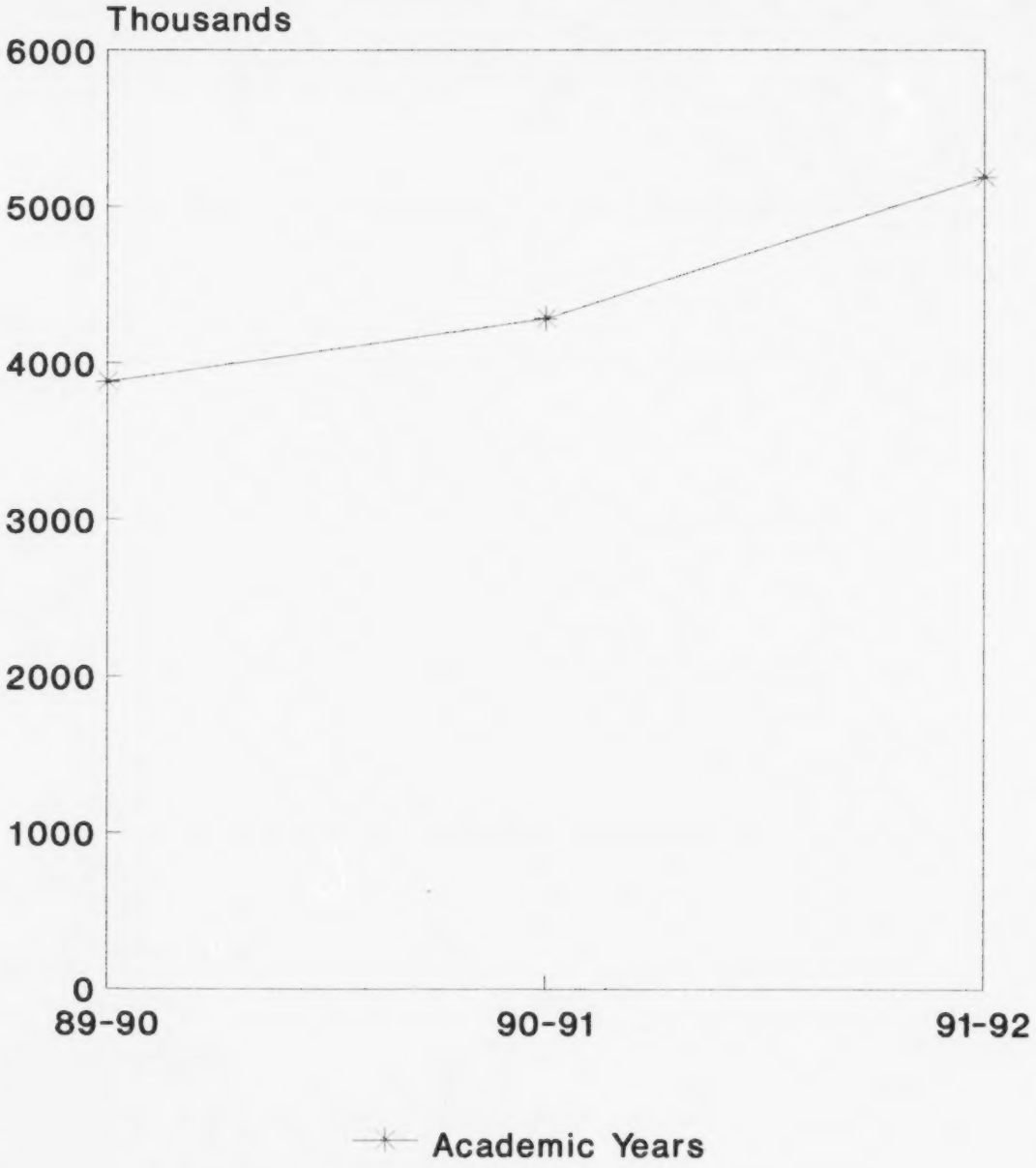
## Arkansas Community College Survey
### Budgetary Patterns

APPENDIX 2B

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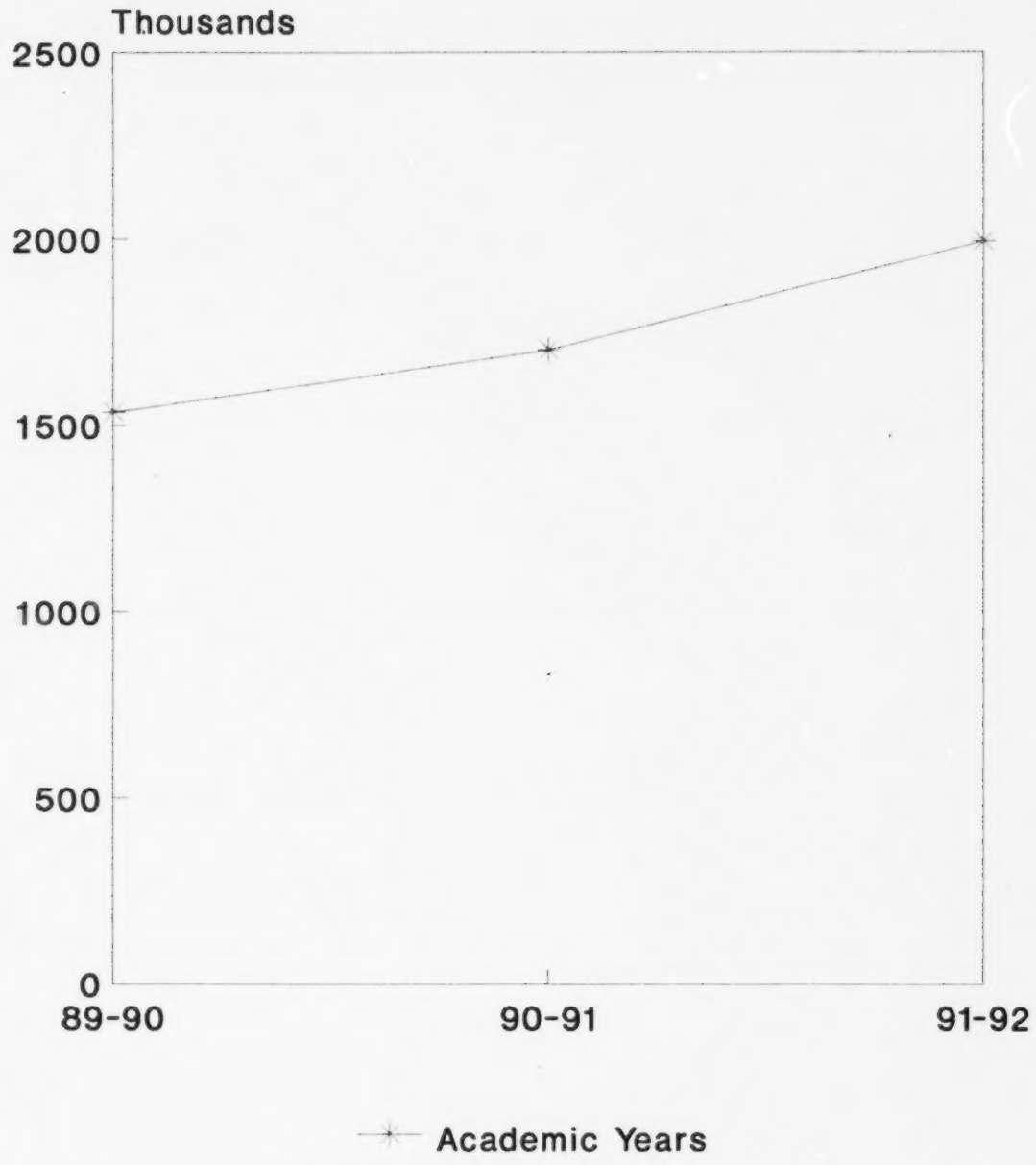
## Arkansas Technical College Survey
### Budgetary Patterns

APPENDIX 2C

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Arkansas Community and Technical College Survey APPENDIX 3A

Fall, 1992

ACADEMIC YEAR 89-90

| COLLEGE | Tuition | Fees | Fed Aid | State Aid | Local Aid | Other |
|---|---|---|---|---|---|---|
| East Ar Community College | $764,362 | $20,836 | $336,758 | $2,524,000 | $193,243 | $428,000 |
| Garland County Community College | $883,040 | $0 | $14,483 | $2,869,997 | $10,164 | $65,280 |
| Mississippi County Community Coll | no response | | | | | |
| North Ar Community College | $1,339,000 | $196,000 | $544,000 | $3,098,000 | $290,000 | $1,085,000 |
| Northwest Ar Community College | - | - | - | $50,000 | $134,065 | $450 |
| Phillips County Community College | no response | | | | | |
| Rich Mountain Community College | no response | | | | | |
| South Ar Community College | see note on appendix 2A | | | | | |
| Westark Community College | no response | | | | | |
| Black River Tech College | $129,800 | $0 | $100,000 | $1,200,000 | $0 | $0 |
| Cossatot Tech College | $58,302 | $0 | $123,041 | $757,603 | $0 | $0 |
| Gateway Tech College | | | | | | |
| Midsouth Tech College | $110,165 | $0 | $112,493 | $749,519 | $0 | $0 |
| Ouachita Tech College | $90,000 | $0 | $0 | $785,960 | $0 | $0 |
| Ozarka Tech College | $64,129 | $0 | $0 | $1,256,602 | $0 | $0 |
| Petit Jean Tech College | $135,468 | $0 | $108,339 | $1,594,045 | $0 | $131,288 |
| Pines Tech College | $137,064 | $0 | $331,026 | $1,382,095 | $0 | $151,247 |
| Pluaski Tech College | $272,118 | $0 | $62,000 | $2,060,831 | $0 | $0 |
| Red River Tech College | $111,669 | $0 | | $1,221,370 | $0 | $0 |

Arkansas Community and Technical College Survey APPENDIX 3B

Fall, 1992

| ACADEMIC YEAR 90-91 COLLEGE | Tuition | Fees | Fed Aid | State Aid | Local Aid | Other |
|---|---|---|---|---|---|---|
| East Ar Community College | $796,832 | $13,730 | $369,561 | $2,578,000 | $231,980 | $564,000 |
| Garland County Community College | $1,044,518 | $0 | $7,027 | $2,919,743 | $8,216 | $72,576 |
| Mississippi County Community Coll | no response | | | | | |
| North Ar Community College | $856,000 | $157,000 | $552,000 | $3,176,000 | $310,000 | $984,000 |
| Northwest Ar Community College | $699,514 | $186,080 | $0 | $25,000 | $1,339,349 | $54,852 |
| Phillips County Community College | no response | | | | | |
| Rich Mountain Community College | no response | | | | | |
| South Ar Community College | see note on appendix 2A | | | | | |
| Westark Community College | no response | | | | | |
| Black River Tech College | $142,500 | $0 | $180,000 | $1,300,000 | $0 | $0 |
| Cossatot Tech College | $75,536 | $0 | $102,558 | $749,113 | $0 | $0 |
| Gateway Tech College | | | | | | |
| Midsouth Tech College | $147,348 | $0 | $81,138 | $811,764 | $0 | $0 |
| Ouachita Tech College | $110,000 | $0 | $0 | $885,650 | $0 | $0 |
| Ozarka Tech College | $82,924 | $0 | $0 | $1,281,871 | $0 | $0 |
| Petit Jean Tech College | $154,195 | $0 | $115,434 | $1,736,020 | $0 | $155,650 |
| Pines Tech College | $262,494 | $948 | $327,432 | $1,446,213 | $0 | $148,274 |
| Pluaski Tech College | $285,458 | $0 | $69,882 | $2,144,593 | $0 | $0 |
| Red River Tech College | $105,634 | $0 | $0 | $1,454,634 | $0 | $0 |

Arkansas Community and Technical College Survey — APPENDIX 3C

Fall, 1992

| ACADEMIC YEAR 91-92 COLLEGE | Tuition | Fees | Fed Aid | State Aid | Local Aid | Other |
|---|---|---|---|---|---|---|
| East Ar Community College | $916,536 | $28,048 | $409,619 | $2,954,649 | $202,134 | $614,404 |
| Garland County Community College | $1,364,519 | $0 | $22,756 | $3,447,141 | $10,247 | $116,672 |
| Mississippi County Community Coll | no response | | | | | |
| North Ar Community College | $1,227,000 | $187,000 | $406,000 | $3,695,000 | $320,000 | $0 |
| Northwest Ar Community College | $1,064,624 | $273,454 | $0 | $392,356 | $1,558,947 | $51,855 |
| Phillips County Community College | no response | | | | | |
| Rich Mountain Community College | no response | | | | | |
| South Ar Community College | see note on appendix 2A | | | | | |
| Westark Community College | no response | | | | | |
| Black River Tech College | $152,000 | $0 | $190,000 | $1,450,000 | $0 | $0 |
| Cossatot Tech College | $91,186 | $0 | $85,324 | $1,039,331 | $0 | $0 |
| Gateway Tech College | $105,763 | $33 | $115,614 | $1,108,192 | $2,234 | $5,439 |
| Midsouth Tech College | $189,302 | $0 | $220,648 | $949,490 | $0 | $0 |
| Ouachita Tech College | $135,000 | $0 | $0 | $887,000 | $0 | $0 |
| Ozarka Tech College | $70,361 | $0 | $0 | $1,250,916 | $0 | $0 |
| Petit Jean Tech College | $176,643 | $0 | $186,227 | $2,294,678 | $0 | $144,239 |
| Pines Tech College | $314,080 | $16,945 | $257,203 | $1,773,794 | $2,791 | $240,000 |
| Pluaski Tech College | $312,352 | $5,287 | $82,083 | $2,499,972 | $0 | $0 |
| Red River Tech College | $141,700 | $0 | $0 | $1,498,255 | $0 | $0 |

Arkansas Community and Technical College Survey

APPENDIX 4

CURRICULAR FUNCTIONS

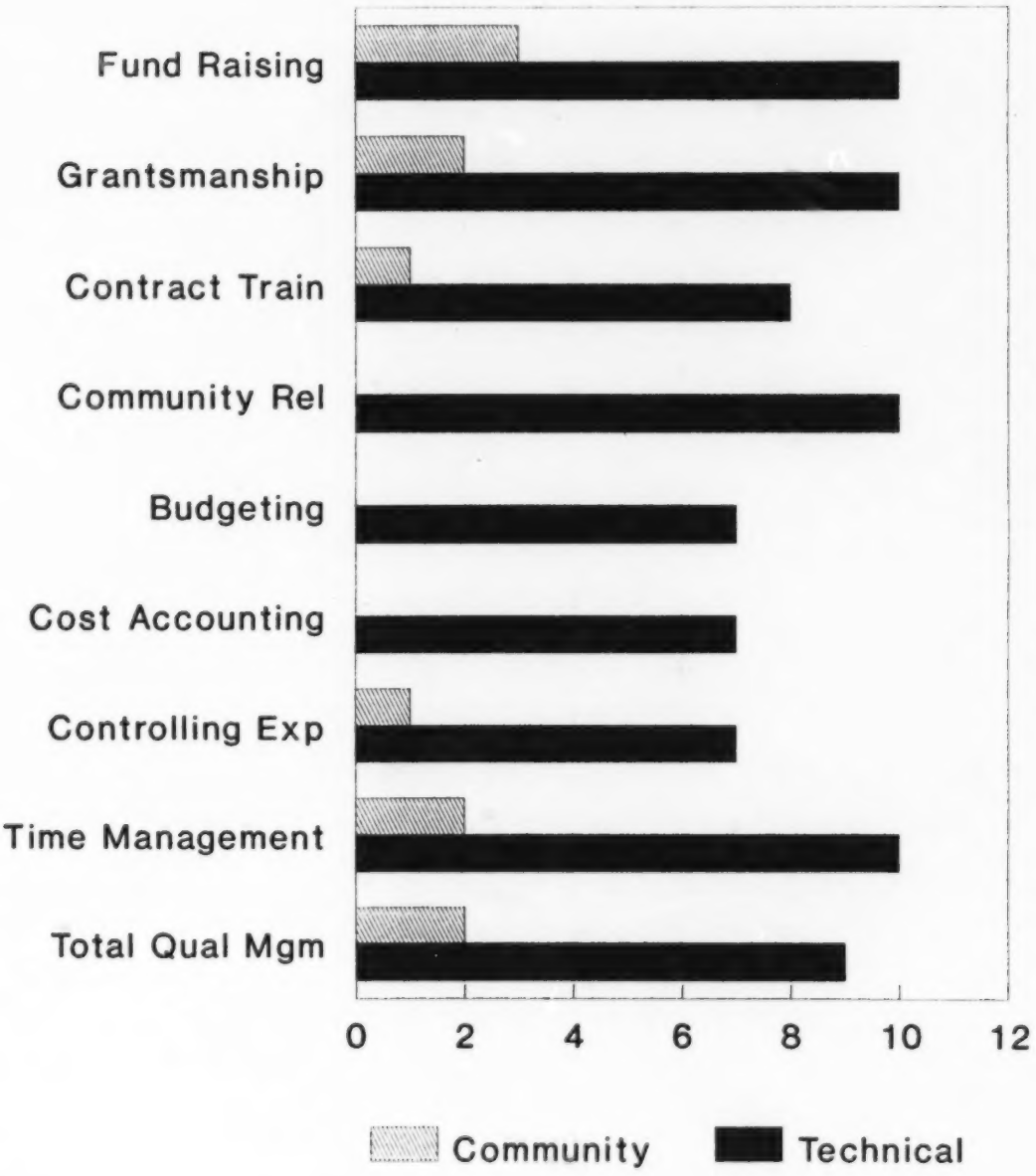
Fall, 1992

RANKING OF 1 = HIGHEST

| COLLEGE | TRANSFER | VO/TECH | REMEDIAL | CONT EDUC |
|---|---|---|---|---|
| East Ar Community College | 1 | 1 | 1 | 2 |
| Garland County Community | 2 | 1 | 3 | 4 |
| Mississippi County Community Coll | no response | | | |
| North Ar Community College | 2 | 3 | 1 | 4 |
| Northwest Ar Community College | 1 | 2 | 3 | 4 |
| Phillips County Community College | no response | | | |
| Rich Mountain Community College | no response | | | |
| South Ar Community College | 1 | 1 | 1 | 1 |
| Westark Community College | no response | | | |
| Black River Tech College | 1 | 2 | 3 | 4 |
| Cossatot Tech College | 1 | 1 | 3 | 2 |
| Gateway Tech College | 2 | 1 | 4 | 3 |
| Midsouth Tech College | 1 | 3 | 2 | 4 |
| Ouachita Tech College | 4 | 1 | 2 | 3 |
| Ozarka Tech College | 2 | 1 | 3 | 4 |
| Petit Jean Tech College | 4 | 1 | 2 | 3 |
| Pines Tech College | 4 | 1 | 2 | 3 |
| Pulaski Tech College | 4 | 1 | 3 | 2 |
| Red River Tech College | 2 | 1 | 3 | 4 |

## Arkansas Comm and Tech College Survey
### Colleges Desiring Staff Devl Programs

APPENDIX 5




Based upon Fall 1992 survey data

# SURVEY QUESTIONS

## DEMOGRAPHICS

1. **Full time equivalent (FTE) enrollment:**

   1989-90 _____

   1990-91 _____

   1991-92 _____

2. **Location of institution (check one item):**

   _____ urban _____ rural

   _____ suburban

3. **Age of institution:** _____ year(s)

## BUDGET INFORMATION/TRENDS

4. **Total operating budget:**

   1989-90 $_____

   1990-91 $_____

   1991-92 $_____

5. **Sources of revenue:**

| | Tuition $ | Fees $ | Federal Aid (excluding student aid) $ | State Aid $ | Local Aid $ | Other $ |
|---|---|---|---|---|---|---|
| 1989-90 | | | | | | |
| 1990-91 | | | | | | |
| 1991-92 | | | | | | |

Other (please specify):

_____

6. **Please rank order the following curricular functions at your institution. List them in order of priority with number "1" being assigned to the curricular function with the highest priority in terms of budgeting/program development at your institution.**

Rank Order

_____ Academic transfer function

_____ Vocational/technical function

_____ Developmental education or remedial function

_____ Continuing education/community services function

7. **Has your institution been forced to reduce or eliminate any curricular functions or reallocate resources among curricular functions due to budgetary constraints?**

_____ Yes _____ No

If yes, please explain:_____

_____

8. **Has your institution experienced declines in local, state, or federal allocations during the past three years?**

_____ Yes _____ No

9. **Has your institution experienced growth in local, state, or federal allocations during the past three years, but in amounts that are inadequate to compensate for rising costs?**

_____ Yes _____ No

10. **If you answered yes to questions 8 and/or 9, has your institution found it necessary to develop new revenue sources to compensate for these deficits?**

_____ Yes _____ No

If yes, please provide details as to the nature of each activity and the amount of revenue generated during the past three years.

| | Type of Revenue Generating Activity | Revenue Generated |
|---|---|---|
| 1989-90 | _____ | $_____ |
| 1990-91 | _____ | $_____ |
| 1991-92 | _____ | $_____ |

(if necessary attach additional sheets)

## TUITION TRENDS

**11. Has your institution increased tuition during the past three years to compensate for declines in other revenue sources?**

A. In-district tuition

_____ Yes _____ No (if Yes, ____ total percentage increase during the past 3 year period)

B. Out-of-district, In-state tuition

_____ Yes _____ No (if Yes, ____ total percentage increase during the past 3 year period)

C. Out-of-state tuition

_____ Yes _____ No (if Yes, ____ total percentage increase during the past 3 year period)

**12. Does your institution offer a prepaid tuition plan?**

_____ Yes _____ No

If yes, when was the plan initiated? _____
month/year

## FACULTY TRENDS

**13. Faculty Status**

| | Number of Full-Time Faculty | Number of Part-Time Faculty |
|---|---|---|
| 1989-90 | _____ | _____ |
| 1990-91 | _____ | _____ |
| 1991-92 | _____ | _____ |

**14. Use of part-time faculty**

Briefly explain the advantages of using part-time faculty in lieu of full-time faculty:

_____

_____

Briefly explain any disadvantages of using part-time faculty:

_____

_____

**15. Please indicate the average number of classes, class hours taught, and number of students per class for a *typical* full-time faculty member.**

| | Number of classes | Number of class hours | Number of students per class |
|---|---|---|---|
| 1989-90 | _____ | _____ | _____ |
| 1990-91 | _____ | _____ | _____ |
| 1991-92 | _____ | _____ | _____ |

## EXPENDITURE CONTROLS

**16. Has your institution found it necessary during the past three years to implement any of the following expenditure control practices due to financial constraints?**

| | Yes | No |
|---|---|---|
| Restrict faculty travel | ____ | ____ |
| Restrict staff travel | ____ | ____ |
| Reduce faculty development | ____ | ____ |
| Reduce staff development | ____ | ____ |

| | Yes | No |
|---|---|---|
| Defer maintenance | ____ | ____ |
| Reduce non-profitable programs | ____ | ____ |
| Eliminate non-profitable programs | ____ | ____ |
| Reduce the number of course sections | ____ | ____ |
| Place a limitation on enrollment | ____ | ____ |
| Defer purchases of equipment | ____ | ____ |
| Defer new construction | ____ | ____ |
| Implement hiring freezes | ____ | ____ |
| Initiate across-the-board budget cuts | ____ | ____ |
| Reduce selected department budgets | ____ | ____ |
| Lay-off faculty | ____ | ____ |
| Lay-off staff | ____ | ____ |
| Increase teaching loads | ____ | ____ |
| Increase class size | ____ | ____ |
| Implement salary freezes | ____ | ____ |
| Reduce fringe benefits | ____ | ____ |
| Obtain temporary operating loans | ____ | ____ |
| Other (Please specify): | ____ | ____ |

_____

# INSTITUTIONAL ADVANCEMENT ACTIVITIES

**FUND RAISING**

**17. Does your institution actively solicit funding via:**

A. Planned giving programs:

| Yes | No | (if yes) Date Begun | (if yes) Funds Received 1989-90 | 1990-91 | 1991-92 |
|---|---|---|---|---|---|
| _____ | _____ | _____ | _____ | _____ | _____ |

B. Life insurance bequests or wills:

| Yes | No | (if yes) Date Begun | (if yes) Funds Received 1989-90 | 1990-91 | 1991-92 |
|---|---|---|---|---|---|
| _____ | _____ | _____ | _____ | _____ | _____ |

C. Capital campaigns:
(for building expansion)

| Yes | No | (if yes) Date Begun | (if yes) Funds Received 1989-90 | 1990-91 | 1991-92 |
|---|---|---|---|---|---|
| _____ | _____ | _____ | _____ | _____ | _____ |

D. General donations to a foundation:

| Yes | No | (if yes) Date Begun | (if yes) Funds Received 1989-90 | 1990-91 | 1991-92 |
|---|---|---|---|---|---|
| _____ | _____ | _____ | _____ | _____ | _____ |

E. Other institutional advancement activities:

| | Funds Received 1989-90 | 1990-91 | 1991-92 |
|---|---|---|---|
| Please specify activity: _____ | _____ | _____ | _____ |
| Please specify activity: _____ | _____ | _____ | _____ |

18. **Does your institution actively solicit donations from alumni?**

_____ Yes _____ No

19. **Does your institution actively solicit equipment donations from local corporations?**

_____ Yes _____ No

**GRANTS**

20. **Does your institution actively solicit grants from governmental agencies, private foundations, etc.?**

| Yes | No | (if yes) Date Begun | (if yes) Funds Received 1989-90 | 1990-91 | 1991-92 |
|---|---|---|---|---|---|
| _____ | _____ | _____ | _____ | _____ | _____ |

If yes, how is this program administered?

_____ internally - by college personnel

_____ externally - by professional grant specialists

If no, are you considering such activities?

_____ Yes _____ No

**COMMUNITY RELATIONS AND GOVERNMENTAL AFFAIRS**

21. **Does your college have a community relations or governmental affairs department?**

_____ Yes _____ No

22. **Does your college utilize an outside agency for community relations and/or governmental affairs work?**

_____ Yes _____ No

23. **Is your institution engaged in efforts to garner public and/or government support?**

_____ Yes _____ No

If yes, by whom are these efforts conducted?

_____ the college president
_____ board of trustee members
_____ a college faculty or staff member
_____ a full-time professional lobbyist
_____ a part-time professional lobbyist
_____ other (please specify):_____

In what areas are the above efforts focused? Please rank order the following targets of your efforts.

| | Rank Order (1 to 4 with 1 being highest priority) |
|---|---|
| A. Governor's office | _____ |
| B. State legislature | _____ |
| C. Local community | _____ |
| D. Other (please specify): _____ | _____ |

**CONTRACT TRAINING**

24. **Does your institution provide contract training for local corporations and/or other organizations?**

_____ Yes _____ No

If yes, do contract training programs at your institution usually (on the average):

____ return a profit ____ cover expenses ____ lose money

If no, do you plan to implement this type of activity?

_____ Yes _____ No

**COOPERATIVE ARRANGEMENTS WITH OTHER INSTITUTIONS (PARTNERSHIPS)**

25. **Is your institution engaged in cooperative arrangements with other colleges or universities to share facilities, equipment, etc.?**

_____ Yes _____ No

## FUTURE FINANCIAL DIRECTIONS

26. **Do you believe that your state's current methods (formulas, etc.) for allocating funds to community colleges are reasonable and fair?**

_____ Yes _____ No

If no, what changes would you recommend?

_____

_____

_____

27. **Have the taxpayers in your district approved a tax increase for your college during the past three years?**

_____ Yes _____ No

28. **In your opinion, would the taxpayers in your district currently support a tax increase to provide additional funding for the <u>construction of new facilities or the purchase of new equipment</u> at your college?**

_____ Yes _____ No

29. **In your opinion, would the taxpayers of your district currently support a tax increase to provide your college with additional funding to <u>compensate for revenue shortfalls resulting from state or federal reductions in allocations?</u>**

_____ Yes _____ No

## SURVEY IMPROVEMENT QUESTIONS

**30. Are there any questions that should be added to this survey?**

_____ Yes _____ No

If yes, please specify:

_____

_____

**31. Are there any questions that should be eliminated from this survey?**

_____ Yes _____ No

If yes, please specify:

_____

_____

**32. Are there any questions that require clarification?**

_____ Yes _____ No

If yes, please specify:

_____

_____

Please feel free to enclose any additional information that you believe is pertinent to this study.

## STAFF DEVELOPMENT NEEDS

33. **Would you and/or members of your staff participate in in-service training programs designed to increase your knowledge and skills in the following institutional advancement areas?**

| | Yes | No |
|---|---|---|
| A. Fund raising | _____ | _____ |
| B. Grantsmanship | _____ | _____ |
| C. Contract training | _____ | _____ |
| D. Community relations/ governmental affairs | _____ | _____ |

E. Other (please specify below)

_____

_____

_____

34. **Would you and/or members of your staff participate in in-service training programs designed to increase your knowledge and skills in the following managerial areas?**

| | Yes | No |
|---|---|---|
| A. Budgeting | _____ | _____ |
| B. Cost accounting | _____ | _____ |
| C. Controlling expenditures | _____ | _____ |
| D. Time management | _____ | _____ |
| E. Total quality management | _____ | _____ |

F. Other (please specify below)

_____

_____

_____

35. If you choose to participate, what type of delivery system would enable you to participate? (e.g. weekdays during academic year, weekends during academic year, short seminars during the summer, etc.). Please specify below:

_____

_____

_____

36. Are there other areas (e.g. instructional strategies, student services programming, continuing education/community services delivery systems, etc.) for which in-service training programs should be developed for staff of Arkansas two-year institutions? Please specify below:

_____

_____

_____

37. Do you or members of your staff have expertise in any of the above mentioned institutional advancement or managerial areas?

_____ Yes _____ No

If yes, please indicate area(s) of expertise:

_____

38. Would you or your staff members consider serving as a speaker in an in-service training program related to your area of expertise?

_____ Yes _____ No

Thank you for your cooperation in completing this questionnaire.

**Researchers:**

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